HOUSING ACTION PLAN TABLES

LEGEND: Priority





Low

Partners Abbreviations

HCCD Housing and Community Development Department, City

HUD Housing and Urban Development Department, Federal

LARA Land Assemblage Redevelopment Authority, City

DON Department of Neighborhoods, City

PDD Planning and Development Department, City

PP Potential Partners

CHDO Community Housing Development Organization

RFP Request for Proposals

DRAFT

A complete community is an affordable community with quality housing that is accessible to a diversity of incomes

HOUSING

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Build new affordable single-family housing on area LARA lots ACTION STEPS: Partner with a local CHDO to respond to the RFP for new construction of single-family homes from HCDD; provides funding for building new housing at 80% of AMI or below		Long (5 - 10 yrs)	450 New single-family homes affordable to families making less than \$50,000 (Currently 58% of area homeowners making less than \$50,000 spend more than 30% of their income on housing, reduce this number to 50%) Sources: ACS 2015 (5-yr)	LEAD: HCDD, Housing developers and builders	Homeowner Education Workshop, Can I Be Your Neighbor? Campaign, Home Buyer Education Course, My First Texas Home, Mortgage Credit Certificate, Five-Star Texas Advantage Program, Five-Star Texas Advantage Program
Build new housing and expand homeownership	Grow area homeowners ACTION STEPS: Connect potential homeowners to the Home buyer assistance programs of HCDD banking institutions an Texas; Provide HUD approved homebuyer education courses		Long (5 - 10 yrs)		LEAD: HCDD, HUD	Homeowner Education Workshop, Can I Be Your Neighbor? Campaign, Home Buyer Education Course, My First Texas Home, Mortgage Credit Certificate, Five-Star Texas Advantage Program, Five-Star Texas Advantage Program, Texas Heroes Home Loan Program, Homes Sweet Texas Home Loan Program
	Institute a "Mow to Own" program for residents to acquire city owned vacant lots and LARA lots ACTION STEPS: Advertise the Mow Down Program, which provides non-profit organizations with \$50 -2500 sf/ \$100-5000 sf lot for mowing, including lending equipment. Provide information on the Legal Adverse Possession program, which provides first refusal for the neighbor of an adjacent lot, and the possibility to acquire a LARA lot through the "dollar lot program" if mowed for three years		Long (5 - 10 yrs)		LEAD: HCDD , DON	Mow Down Program, LARA Lot Program
	Develop strategies for building higher-density, or mixed-use housing in key locations, such as W. Montgomery ACTION STEPS: Identify potential sites and concepts; Present ideas to HCDD and local developers; Implement project		Long (5 - 10 yrs)		LEAD: HCDD, PDD, PP, Developers	
	Create an Acres Home Community Development Corporation (CDC) or Community Housing Development Organization (CHDO) ACTION STEPS: Organize interested leaders or organizations to attend HCDD's training workshop with Capital One for new CHDO's and CHDO certification, winter and spring 2018; establish as HUD-approved counseling agency		Medium (2 - 5 yrs)		LEAD: HCDD, Capital One	CHDO Workshop

A complete community is an affordable community with quality housing that is accessible to a diversity of incomes

HOUSING

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Enroll community seniors, and other eligible homeowners, in home repair programs ACTION STEPS: Identify seniors and other eligible households in need of home repair; enroll eligible residents in the HCDD Home Repair Program; Expand capacity of home repair programs to meet additional needs, potentially through local non-profit organizations		Short (0 -2 yrs)		LEAD: HCDD, Rebuilding Together Houston, AARP	Weatherization Assistance Program, Securing Our Citizens (SOC), R.I.S.E., Texas Ramp Project, HCDD Home Repair Program, RTH Volunteer Home Repair Program, Roofs Over Houston, Critical Systems Repair, Safe and Sound Program, Ramp Angels, Students in Service, Disaster Recovery Home Repair Program
Support existing residents and improve area homes	Demolish or repair abandoned home s ACTION STEPS: Identify area homes that are abandoned and in need of demolition or repair; Identify property owners; Work with DON and HCDD to determine feasibility of demolition or repair		Medium (2 - 5 yrs)	Eligible senior homeowners will receive home repairs Currently there are 2885 senior head of household, of which 17%, or 490 households, live below poverty Sources: ACS 2015 (5-yr)	LEAD: HCDD, DON	Weatherization Assistance Program, Securing Our Citizens (SOC), R.I.S.E., Texas Ramp Project, HCDD Home Repair Program, RTH Volunteer Home Repair Program, Roofs Over Houston, Critical Systems Repair, Safe and Sound Program, Ramp Angels, Students in Service, Disaster Recovery Home Repair Program
	Provide low-interest home improvement loans to area homeowners ACTION STEPS: Work in partnership with HCDD to develop low-interest or revolving home improvement loans for area homeowners, at 80-120% of AMI; Identify qualifying homeowners		Medium (2 - 5 yrs)		LEAD: HCDD	Mow Down Program, LARA Lot Program
	Prevent the displacement of existing residents ACTION STEPS: Provide workshops and information on tax policies and exemptions to ensure owners are receiving benefits; Partner with HCDD to provide homestead exemption workshops		Medium (2 - 5 yrs)		LEAD: HCDD, HCAD	Minimum Lot Size Application, Minimum Block Application, HCAD Property Tax Workshop
	Develop deed restrictions and other neighborhood protection strategies, including minimum lot sizes or no yard parking ordinances, to protect the character of the neighborhood ACTION STEPS: Inventory areas with existing deed restrictions; develop a curriculum to provide training and information on neighborhood protection strategies; provide training to civic clubs and other area organizations.		Medium (2 - 5 yrs)		LEAD: P&D, DON	Prohibited yard parking Application, Minimum Lot Size Application, Minimum Block Application
Strengthen the character of the neighborhood	Provide more oversight on neighborhood construction and permitting ACTION STEPS: Prevent building without permits; Establish development, setback, or lot size guidelines to regulate new development		Short (0 -2 yrs)		LEAD: PWE	
neignbornood	Work with area apartment owners to ensure properties are well maintained ACTION STEPS: SN to coordinate with Apartment Enforcement Unit and DON to canvas blighted apartment buildings; Identify the top 5 or 10 apartment crime hotspots and work to hold apartment managers accountable through HPD's "remedial action program"; Partner with HPD and other crime prevention specialists to train apartment managers and owners in the concepts of Blue Star and CPTED (Crime Preventions Though Environmental Design) (eight-hour class).		Medium (2 - 5 yrs)		LEAD: HPD, DON	Blue Star, Multifamily Tax- Exempt Housing Bonds

PARKS AND COMMUNITY AMENITIES ACTION PLAN TABLES

LEGEND: Priority





Low

Partners Abbreviations

HPARD Houston Parks and Recreation Department, City

NNMD Near Northwest Management District

IFCIA Inwood Forest Community Improvement Association

HPB Houston Parks Board

PWE Public Works and Engineering, City
 HCFCD Harris County Flood Control District
 HHD Houston Health Department, City
 GSD General Services Division, City

HCDD Housing and Community Development Department, City

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PARKS AND COMMUNITY AMENITIES

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Improve Sylvester Turner Park, particularly enhancing accessibility and pedestrian safety from surrounding neighborhoods ACTION STEPS: Identify community priorities for upgrading facilities, new amenities and the park expansion; HPARD to explore providing more pavilions; HPARD to explore expansion of playground, combining the two play areas together; HPARD to develop strategies for land acquired at 0 Lucky Street		Medium (2 - 5 yrs)		LEAD: HPARD, NNMD, IFCIA, HPB	Philantropic Organizations, Local Park Grant Program: Urban Indoor/Outdoor Recreation, Kaboom! Grants Program
	Improve Winzer Park ACTION STEPS:		Medium (2 - 5 yrs)	All park improvements and upgrades to facilities will be accomplished Source:	LEAD: HPARD, HPB Potential Partners: Houston Endowment	Philanthropic Organizations, Local Park Grant Program: Urban Indoor/Outdoor Recreation, Kaboom! Grants Program
Expand and improve area parks	nprove area to include potential park expansion, amenities and detention		Long (5 - 10 yrs)		LEAD: PWE, HCFCD Potential Partners: IFCIA, NNMD, HPB	Philanthropic Organizations, Kaboom! Grants Program, Local Park Grant Program: Urban Indoor/Outdoor Recreation, Rivers, Trails, and Conservation Assistance Program (RTCA)
	Expand and Improve Highland Park ACTION STEPS: Identify community priorities for upgrading facilities, new amenities and the park expansion (two tracts recently purchased by HPARD)		Medium (2 - 5 yrs)		LEAD: HPARD, HPB, NNMD	Philanthropic Organizations, Local Park Grant Program: Urban Indoor/Outdoor Recreation, Kaboom! Grants Program
	Improve Lincoln Park ACTION STEPS: Identify needed improvements; focus on pool improvements and upgrading; Work with Harris County who maintains this park; Coordinate with Precinct 1 Park Smart planning effort		Medium (2 - 5 yrs)		LEAD: METRO Potential Partners: Harris County Precinct One Commissioner	Precinct 1 Park Smart, Kaboom! Grants Program, Lowe's Community Partners Grants, Shade Structure Grant Program
Expand and improve community trail network	Create new trails along and across area bayous to create greater connectivity in the neighborhood ACTION STEPS: Work in partnership with HPB to develop a connection at De Soto Street across White Oak Bayou; Work in partnership with HPB to create a connector trail (potentially along Vogel Creek) from Inwood area to White Oak Bayou Trail; Improve existing pedestrian bridge over White Oak Bayou in Inwood		Long (5 - 10 yrs)	Miles of future hike and bike trails Currently there are 2.5 miles of hike and bike trails Sources: Google Earth, Bayou Greenways	LEAD: HPB, NNMD	Rivers, Trails, and Conservation Assistance Program (RTCA), Recreational Trails Fund
	Provide amenities near trails such as drinking fountains, benches, lighting, etc. ACTION STEPS: Work in partnership with HPB and private funders to identify and install needed amenities		Long (5 - 10 yrs)		LEAD: HPB	Park Recycling Infrastructure Grant

PARKS AND COMMUNITY AMENITIES

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Expand	Evaluate existing community centers and resources to determine whether needs are being met ACTION STEPS: Inventory existing spaces and programs at area community centers; Work with residents to determine needs and future programs, such as a computer lab, community meeting space, exercise space and senior and youth resources		Long (5 - 10 yrs)	Bethune Academy will have been	LEAD: HPARD, HHD, GSD	Highland Community Center: Youth tennis, volleyball, soccer, Lowe's Community Partners Grants
community facilities and resources	Develop a plan to re-purpose Bethune Academy ACTION STEPS: Identify partners to evaluate potential uses for the building; Develop concepts; Work to identify funders and implementation strategies		Long (5 - 10 yrs)	repurposed to fit community's needs	LEAD: HCDD Potential Partners: Aldine ISD	Lowe's Community Partners Grants

HEALTH ACTION PLAN TABLES

LEGEND: Priority







Partners Abbreviations

HHD Houston Health Department, City

OBO Office of Business Opportunity, CityMOI Mayor's Office of Innovation, City

ED Education Department, City

HPARD Houston Parks and Recreation Department, City

CIS Communities In Schools

GSD General Services Division, City

DRAFT

A complete community is a healthy community with access to fresh and nutritious food, quality healthcare and active living



GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Attract a weekly Saturday Farmers Market ACTION STEPS: Create partnerships to bring a farmers market to the area or expand the schedule of Get Moving Houston Farmers Market		Short (0 - 2 yrs)		LEAD: HHD Potential Partners: Urban Harvest	Get Moving Houston Farmers Market
	Attract a new grocery store (HEB, Fiesta) ACTION STEPS: Identify potential sites, focus on W. Montgomery and W. Little York area; Complete a market analysis; Explore partnerships to attract a mobile grocery store, GRIT grocery partnership (in progress)		Medium (2 - 5 yrs)		LEAD: OBO Potential Partners: Real Estate Developer, GRIT Grocery, MOI	
	Improve and expand community gardening opportunities, particularly for youth and seniors ACTION STEPS: Identify potential sites for community gardens, including existing parks, vacant lots, Acres Home Health Center and schools; Open the multi-service center garden to the public; Partner with HHD to offer community gardening classes; Work in partnership with HHD to develop the community garden and walk park (where?)		Short (0 - 2 yrs)	100% of residents living in low-income tracts will have access to a grocery store or healthy food Currently 80% of low-income residents have access to a grocery store Source: USDA	LEAD: HHD Potential Partners: Urban Harvest, Harris Health System	I-Grow Houston Initiative, GRO1000
Expand access to fresh and healthy food	Establish Food Scholarship Pantries through the Houston Food Bank in Acres Home ACTION STEPS: Identify a partner organization(s); Implement the program		Short (0 - 2 yrs)		LEAD: HHD Potential Partners: Houston Food Bank, Lone Star College, Workforce Solutions. Harris Health System	Harris Health System CCHH
	Attract healthy restaurant options ACTION STEPS: Identify potential sites, focus on W. Montgomery; Complete a market analysis; partner with a nutritionist to implement a healthy dining matters initiative similar to the City of Pasadena		Long (5 - 10 yrs)		LEAD: OBO Potential Partners: ED	
	Partner with Brighter Bites and CAN DO Houston to expand healthy food options at area schools and corner stores ACTION STEPS: Identify corner stores and area schools for expansion of these programs; Develop partnerships with organizations, stores and schools to implement		Medium (2 - 5 yrs)		LEAD: Potential Partners: CAN DO, Brighter Bites, Urban Harvest, Recipe for Success, Common Threads	Healthy Corner Stores
	Provide healthy cooking and nutrition classes ACTION STEPS: Identify a site, such as Acres Home Multi-Service Center or Highland Park, to provide cooking and nutrition classes		Short (0 - 2 yrs)		LEAD: HHD Potential Partners: Urban Harvest, Recipe for Success, Common Threads, HPARD	Healthy-Out-of-School Time
Expand and improve access	Expand and improve health services, health education and health fairs for people of all ages ACTION STEPS: Identify health priorities in the community; Provide health education related to these priorities; Host chronic disease self-management and prevention education workshops		Short (0 - 2 yrs)	74% or more, of residents will continue to get annual check-ups	LEAD: HHD Potential Partners: The Rose, Houston Health Foundation, American Heart Association, Harris Health System	See to Succeed, Harris Health System CCHH
to comprehensive health care	Youth Wellness Programs ACTION STEPS: (need additional information to create action steps)		with their doctor Source: Houston Health Department Complete Communities Report, 2013- 2014	LEAD: HHD		

A complete community is a healthy community with access to quality healthcare and fresh and nutritious food



GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Expand and improve access to comprehensive health care (continued)	Expand home services for seniors ACTION STEPS: Evaluate the number of homebound seniors in need of health services; Develop partnerships to provide seniors services at home		Short (0 - 2 yrs)		LEAD: HHD Potential Partners: Baker Ripley	Personal Home Care Assistance, Sheltering Arms Senior Services In-Home Services, Hope Personal Assistance Services, Personal Care Services
	Expand access to mental health services ACTION STEPS: Identify existing mental health resources; Identify barriers to accessing these services		Medium (2 - 5 yrs)	53% of residents will visit the dentist each year (the Houston	LEAD: HHD	CIS-Mental Health Initiative, Project Milestone
	Expand access to substance abuse treatment programs ACTION STEPS: Identify existing resources; Identify barriers to accessing services		Medium (2 - 5 yrs)	average) Currently 44% of residents visit the dentist annually Source: Houston Health Department Complete Communities Report, 2013-2014	LEAD: HHD	
	Dental Healthcare ACTION STEPS: Identify existing resources; Identify barriers to accessing services		Medium (2 - 5 yrs)		LEAD: HHD Potential Partners: Houston Health Foundation, CIS	Project Saving Smiles, CIS Project Move Dental Program
Promote opportunities for active living	Attract a gym or wellness center to the neighborhood ACTION STEPS: Identify potential sites; Develop partnerships for implementation		Long (5 - 10 yrs)	700/	LEAD: Potential Partners: Harris Health System	Harris Health System CCHH
	Expand access to public exercise equipment and amenities ACTION STEPS: Improve the exercise amenities at the Acres Home Multi- Service Center; Explore the provision of outdoor exercise stations or amenities at existing parks		Short (0 - 2 yrs)	of residents will engage in regular physical activity Currently 65% of residents engage in regular physical activity Source: Houston Health Department Complete Communities Report, 2013-2014	LEAD: HHD, HPARD, GSD	Adult fitness, aerobics, and weightlifting-Highland Park Community Center, Fund Your Park, Kaboom! Grants Program, Lowe's Community Partners Grants, Community Outdoor Outreach Program (CO-OP)

EDUCATION ACTION PLAN TABLES

LEGEND: Priority





Low

Partners Abbreviations

ED Education Department, City

AISD Aldine Independent School District
HISD Houston Independent School District

HPARD Houston Parks and Recreation Department, City

MOE Mayor's Office of Education, City
DON Department of Neighborhoods, City

HCC Houston Community CollegeHPL Houston Public Library, City

LISC Local Initiatives Support Corporation

GSD General Services Division, City

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EDUCATION

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Provide quality education at all levels to ensure student success	Improve area schools ACTION STEPS: Identify existing supportive resources for students and fill any gaps; Inventory and expand art programs in area schools; Provide support to keep local students enrolled; Expand STEM opportunities; Expand nutrition and wellness education; Provide technology for kids program; Attract and retain high quality teachers		Medium (2 - 5 yrs)	of the nine area elementary schools will meet or exceed HISD District averages for 3rd Grade STAAR scores in Reading and Math Currently 2 schools exceed HISD District averages in reading and math Source: Texas Education Agency, 2016 Number of Texas Rising Star or Nationally Certified Childcare Centers in 10 years Currently two centers are certified 25% Of income-eligible parents will have access to subsidized childcare Currently 20% have access Source: Collaborative for Children	LEAD: ED Potential Partners: AISD, HISD, Communities in Schools of Houston, Houston Ballet	HISD Achieve 180, CIS Summer Youth Employment Program, Every Community Every School, X3: Explore, Extend, Excel!, YAH Assistance Fund, YAH Art-Promise programs
	Expand out of school programs for children and youth ACTION STEPS: Inventory area out of school programs; Ensure all programs are listed on the Out 2 Learn website; Develop an outreach campaign to encourage parents to enroll students in available programs.		Short (0 -2 yrs)		LEAD: ED, HPARD, MOE, Out 2 Learn Potential Partners: AISD, HISD, Children at Risk, Boys and Girl's Club of Greater Houston, YMCA, Loving Kids	Loving Kids-Acres Home, Life Skills Training for Youth & Teens-Highland Park Community Center, After School Enrichment Program-HPARD, LSC- Discovery College Summer Camp, YAH Assistance Fund, YAH Art-Promise programs
	Provide college and career readiness programs for students ACTION STEPS: Inventory and expand college prep and SAT prep programs; inventory and expand vocational education programs; encourage students to enroll in Hire Houston Youth and DON Youth Internship programs; Partner with mentorship programs to expose students to potential careers		Short (0 - 2 yrs)		LEAD: ED, DON Potential Partners: Lone Star College, HCC, AISD, HISD	ACE Houston, C-STEM, Change Happens - Rescue Youth Program, LSC-Victory college and test prep program, LSC-Discovery College Summer Camp
	Expand and improve quality early childhood education ACTION STEPS: Evaluate the ten existing programs for quality and affordability; Encourage centers to join Texas Rising Star certification		Medium (2 - 5 yrs)		LEAD: ED Potential Partners: Collaborative for Children, HISH, AISD, AVANCE	Avance Early Head Start Program
Create strong partnerships between schools, parents and the community	Improve communication between schools, parents, non-profit and private partners (First Colony example) to enhance student success ACTION STEPS: Evaluate successful communication programs; Develop a plan to improve communication; Use social media, blogs, nextdoor.com and other communication tools to keep parents and students informed		Medium (2 - 5 yrs)	area schools will have active parent organizations Source: Area Schools	LEAD: ED Potential Partners: AISD, HISD, PTO/PTAS	School Paper App
Expand learning resources for people of all ages	Expand adult education programs, including financial education, literacy, ESL/Spanish, leadership courses, vocational training ACTION STEPS: Inventory existing programs; Develop a campaign to advertise and communicate programs; Identify gaps		Medium (2 - 5 yrs)	of residents over the age of 25 years will have a high school diploma or equivalent Currently 73% have a high school diploma Source: ACS 2015 (5-yr)	LEAD: ED, HPL Potential Partners: HCC, Lone Star College, AVANCE, Houston Area Urban League, Bank on Houston, LISC	Avance Father's in Action, AVANCE: Strong Families Strong Communities, HPARD Highland Park Community Center: Adult Literacy Course, HPARD Highland Park Community Center: Money Managing Course, LISC Financial Empowerment Center., Houston Center for Literacy
Expand learning resources across the community	Expand and improve Beulah Shepard/Acres Homes Neighborhood Library ACTION STEPS: Evaluate hours and potentially provide additional hours; Communicate programs offered at the library to area residents, such as homework assistance, after school programs, college and career prep, summer programs; Expand the library to provide additional services, including a larger computer lab		Long (5 - 10 yrs)	25% increase in the number of residents enrolling in educational programs at the	LEAD: HPL, GSD Potential Partners:	Open job labs for workforce assistance, Hotspot lending, Learning Link Card, Laptop/tablet lending, Groomed for literacy, Computer Help Session
	Create lending and use agreements between the public library and college libraries at HCC and Lone Star ACTION STEPS: Identify barriers to shared lending agreements; Develop a shared lending strategy		Medium (2 - 5 yrs)	library Source: HPL	LEAD: HPL Potential Partners: HCC, Lone Star College	Extended Learning Center at LSC-Victory Center

CIVIC ENGAGEMENT ACTION PLAN TABLES

LEGEND: Priority





Low

Partners Abbreviations

DON Department of Neighborhoods, City

P&D Planning and Development Department, City

IFCIA Inwood Forest Community Improvement Association

SN 6 Super Neighborhood 6

LISC Local Initiatives Support Corporation

HHD Houston Health Department, City

MBK My Brothers Keeper

GHBC Greater Houston Black Chamber

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A complete community is a sustainable community with strong civic engagement

CIVIC ENGAGEMENT

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Create an Acres Home civic coalition by building strong	Provide information on area civic club and SN Council officers, bylaws, schedules and agendas ACTION STEPS: Inventory active civic clubs; Collect updated information on officers, bylaws, meetings dates, times, location and contact; Update the City of Houston website with new information; Explore the development of social media platforms such as Facebook and NextDoor to further share this information; Coordinate and establish bilingual interpreters and translators to reach out to the Hispanic community		Short (0 - 2 yrs)		LEAD: DON Potential Partners: Civic Clubs, Acres Home SNC	iSpeakHouston
partnerships between area civic clubs, SN Council, leaders, the city and	Market Community Civic Club Meetings ACTION STEPS: Explore using water bills, schools, churches, Multi-Service Center, local newspaper, yard signs and websites to communicate civic club meeting dates and times and encourage additional participation, including youth and young people		Short (0 - 2 yrs)	75% of the 23 neighborhood civic clubs will conduct regular meetings and market their events	LEAD: DON Potential Partners: Civic Clubs, Acres Home SNC	DON-Volunteer Initiative Program (VIP)
other partners to encourage everyone to work together for	Establish quarterly meetings across civic clubs, SN Council, and city representatives ACTION STEPS: Coordinate quarterly shared meetings across civic organizations		Short (0 - 2 yrs)	Source: MCAO Data	LEAD: P&D Potential Partners: Civic Clubs, Acres Home SNC	
positive changes	Create Neighborhood Action Task Force Teams ACTION STEPS: Identify key issues in the community through the Complete Communities planning process; develop teams to address these issues and form partnerships to move to implementation		Short (0 - 2 yrs)		LEAD: P&D Potential Partners: Civic Clubs, Acres Home SNC	LISC T4T, Stronger Region
Expand the capacity of local civic organization	Develop and provide "Community University—City 101" training to ensure residents and organizations are familiar with available programs and services ACTION STEPS: Collaborate with the Super Neighborhood Alliance and DON to develop training on 311 and other COH services		Short (0 - 2 yrs)	area leaders will attend the "Community University" training Source: SN Alliance and DON	LEAD: DON Potential Partners: SN Alliance, Acres Home SNC, IFCIA	MCAO, Stronger Region
	Provide leadership training ACTION STEPS: Develop a curriculum to provide guidance on developing meeting agendas, meeting organization and leadership training		Short (0 - 2 yrs)	area leaders will enroll in leadership training each year Source:	LEAD: DON Potential Partners: SN Alliance, SN 6, IFCIA, LISC	LISC T4T (Training for Trainers), LISC Great Opportunities (GO) Neighborhoods program, Stronger Region
Grow new leaders	Develop youth leaders ACTION STEPS: Partner with Young Adults Building Communities project (Y-ABC project)-HHD/MBK; Identify leaders connected to youth and young adults; Recruit for a series of focus groups; Identify leaders in the age range that would partake in our leadership training; Develop and submit a grant for possible small grants that would fund the projects developed		Short (0 - 2 yrs)		LEAD: HHD, MBK, DON Potential Partners: Houston Health Foundation	Y-ABC Project, DON- Neighborhood Matching Grants, Stronger Region, Mayor's Youth Council (MYC), Mayor's Young Ambassador's Program (YA)
	Partner with the Greater Houston Black Chamber of Commerce (GHBC) to implement Houston Black Leadership Institute (HBLI) in the community ACTION STEPS: Encourage local leaders to join HBLI, a nine-month program for young leaders and professionals between the ages 25-35 that develops and sustains a system of succession planning for African American leadership in the city of Houston		Short (0 - 2 yrs)		LEAD: GHBCC Potential Partners: 100 Black Men of Metro Houston, LSC- Victory Center	HBLI, Brother for Brother at LSC-Victory Center, 100 Black Men Mentoring Program, Collegiate 100, Emerging 100 of Houston, Mayor's Youth Council (MYC), Mayor's Young Ambassador's Program (YA)
	Encourage aspiring leaders to join professional development and mentoring programs ACTION STEPS: Partner with the organizations such as Greater Houston Black Chamber of Commerce (GHBCC) to implement emerging leadership programs such as Houston Black Leadership Institute (HBLI) in the community.		Short (0 - 2 yrs)		LEAD: GHBCC Potential Partners: MBK, 100 Black Men of Houston, LSC- Victory Center	HBLI, Brother for Brother at LSC-Victory Center, 100 Black Men Mentoring Program , Collegiate 100, Emerging 100 of Houston, Mayor's Youth Council (MYC), Mayor's Young Ambassador's Program (YA)

NEIGHBORHOOD CHARACTER ACTION PLAN TABLES

LEGEND: Priority







Partners Abbreviations

MOI Mayor's Office of Innovation, City

HPD Houston Police Department, City

NNMD Near Northwest Management District

DON Department of Neighborhoods, City

LARA Land Assemblage Redevelopment Authority, City

HCDD Housing and Community Development Department, City

AISD Aldine Independent School District

MOCA Mayor's Office of Cultural Affairs, City

Llouston Apartment Association City

HAA Houston Apartment Association, City

P&D Planning and Development Department, City

YAH Young Audiences Houston

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A complete community is a beautiful and i	nteresting community with public art, history and character
A complete community is a security and	tice esting community with public and motory and character

NEIGHBORHOOD CHARACTER

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	End Illegal Dumping ACTION STEPS: Create a 311 campaign to encourage residents to report illegal dumping; Install illegal dumping cameras at area hot spots; Establish neighborhood action task force team to review footage tapes and provide "public safety" reports to the police; Explore potential to provide additional neighborhood solid waste depositories		Short (0 - 2 yrs)		LEAD: MOI, 311, HPD, NNMD	Blast the Bandit, Volunteer Initiative Program (VIP)
Work together to create a clean and beautiful community	Maintain vacant lots ACTION STEPS: Work with area civic clubs and residents to report overgrown lots and to ensure lots are maintained; Advertise and identify a partner to develop a community-led "mowdown" program (City will partner with non-profit organization to pay \$50 - \$100 for mowing, including providing equipment)		Short (0 - 2 yrs)	25% reduction in the number of calls to 311 to	LEAD: DON, LARA	DON: Mowdown Program
	Organize community clean-ups ACTION STEPS: Work with DON to develop comprehensive strategy for community clean-ups; Organize clean-ups; Report and address area graffiti; Work with DON to remove bandit signs from major thoroughfare right-ofways		Short (0 - 2 yrs)	report illegal dumping Source: City of Houston 311 Data	LEAD: DON Potential Partners: Keep Houston Beautiful, SN Council, Civic Clubs	Blast the Bandit, Volunteer Initiative Program (VIP), Spring Cleaning Program
	Partner with HPD's Differential Response Team (DRT) to address nuisances ACTION STEPS: Partner with HPD's DRT to focus on vacant lots, dumping, tires, nuisance complaints, abandoned buildings, code compliance, game rooms, massage parlors; Communities most call patrol captain to assign DRT who are experts in city ordinances/code compliance, every patrol division has a DRT		Medium (2 - 5 yrs)		LEAD: HPD	HPD's Differential Response Team (DRT)
Expand access to arts and culture across the community	Attract a community arts and performance center ACTION STEPS: Explore potential to re-purpose Bethune Academy as a community arts center, including after-school and summer programs, or other programs; Identify other potential sites and opportunities; Develop partnerships and identify funding strategies		Long (5 - 10 yrs)	1	LEAD: HCDD, AISD Potential Partners: Young Audiences Arts for Learning Houston	Young Audiences of Houston (YAH) After-School Programs, Open Grants Program
	Organize and grow community events such as Unity Day Parade, arts performances and other festivals ACTION STEPS: Create a diverse committee to organize community events and festivals; Identify and apply for funding; Implement		Short (0 - 2 yrs)	Community Cultural Arts and Performance Center	LEAD: MOCA, HAA Potential Partners: Young Audiences Arts for Learning Houston	YAH: Dance, Puppetry, Music, Literary Arts, Theater, Visual Arts Workshops and Performances

A complete community is a beautiful and interesting community with public art, history and character

NEIGHBORHOOD CHARACTER

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS	
Celebrate the identity and history of the community through public art	Design and implement beautification and public arts projects across the community ACTION STEPS: Identify sites and art projects across the community; Work with P&D and DON to develop Neighborhood Matching Grants or other funding opportunities		Short (0 - 2 yrs)	New public art or neighborhood identity projects are completed		LEAD: MOCA, HAA, Council Office	DON- Neighborhood Matching Grants, NEA Challenge America, Stronger Region, YAH: Dance, Puppetry, Music, Literary Arts, Theater, Visual Arts Workshops and Performances
	Community Markers and Signage ACTION STEPS: Work in partnership with Civic Clubs, City Council Member and DON to identify locations for community signage markers; Identify area artists and students for projects; Apply for Neighborhood Matching Grants		Short (0 - 2 yrs)		LEAD: DON, Council Office	DON- Neighborhood Matching Grants, NEA Challenge America, Stronger Region, YAH: Dance, Puppetry, Music, Literary Arts, Theater, Visual Arts Workshops and Performances	
	Celebrate and recognize historic landmarks in the community ACTION STEPS: Inventory historic landmarks; Apply for historical markers		Short (0 - 2 yrs)		LEAD: Historic Preservation Dept, P&D	Texas Preservation Trust Fund	
	Mini-Murals ACTION STEPS: Work in partnership with MOCA to identify sites, artists, and concepts for four mini-murals across the community		Short (0 - 2 yrs)		LEAD: MOCA, YAH	Mini Murals w/ UP Art Studio	
	Visit My Neighborhood Program ACTION STEPS: Lead organizations located in each Complete Community are partnering with Houston Arts Alliance to expand arts and cultural experiences for residents and visitors based on the knowledge and expertise of the community-based organizations. An art writer fellowship will document the program to showcase the arts, cultural and heritage resources and activities in each community		Short (0 - 2 yrs)		LEAD: MOCA, HAA	NEA Art Works, NEA Challenge America	
	Neighborhood Poetry Project/Workshop ACTION STEPS: As part of her city-wide performance poetry project—Emerge Houston, Poet Laureate Deborah Mouton will work alongside 48 area poets to tell stories of their neighborhoods by creating original poems. Twelve compilation videos featuring the poems will be produced and shared for promotion. Residents will help select a poet from their community for the project.		Short (0 - 2 yrs)		LEAD: MOCA	YAH: Dance, Puppetry, Music, Literary Arts, Theater, Visual Arts Workshops and Performances	

SAFETY ACTION PLAN TABLES

LEGEND: Priority







Partners Abbreviations

HPD Houston Police Department, City

IFCIA Inwood Forest Community Improvement Association

BARC Animal Shelter and Adoption Facility

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A complete community is a safe community



GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Develop strong partnerships between the community and law enforcement	Expand participation in HPD's PIP Program ACTION STEPS: Communicate and encourage participation in HPD's PIP program, particularly by civic club leaders		Short (0 - 2 yrs)		LEAD: HPD, IFCIA Potential Partners: Acres Home SN, Civic Clubs	HPD's PIP Program
	Enhance communication between the community and police ACTION STEPS: Partner with HPD to provide information to residents about how to reach the police: Facebook, Nextdoor, call the station, email, get patrol alert slip, etc.; Provide information on the Citizens Patrol Program		Short (0 - 2 yrs)	25% reduction in the violent crime rate, which	LEAD: HPD	Citizens' Patrol Program
	Build relationships between youth and police ACTION STEPS: Encourage return of HPD's PAL Program, which provides for basketball and other after school activities with youth		Short (0 - 2 yrs)	currently is 40% higher than Houston Source: HPD Police Beat Data, 6B20, 6B30 and 6B40	LEAD: HPD Potential Partners: Harris County	HPD's PAL Program
	Encourage participation in the Citizens' Policy Academy ACTION STEPS: Advertise the Citizens' Police Academy to encourage area leaders to participate		Short (0 - 2 yrs)		LEAD: HPD	Citizens' Police Academy
Form partnerships for healthy pets and safe streets	Address stray pets ACTION STEPS: Partner with BARC to address stray animals; Bring Healthy Pets Healthy Streets to Acres Home		Short (0 - 2 yrs)	25%	LEAD: BARC	Healthy Pets Healthy Street
	Address animal welfare ACTION STEPS: Create partnerships to address the welfare of horses and other pets		Medium (2 - 5 yrs)	reduction in the number of calls to 311 to report stray animals or lose livestock Source: City of Houston 311 Data	LEAD: BARC	

ECONOMIC DEVELOPMENT ACTION PLAN TABLES

LEGEND: Priority





Partners Abbreviations

OBO Office of Business Opportunity, City

American Association of Retired Persons **AARP**

MOE Mayor's Office of Education, City

DON Department of Neighborhoods, City

SBA Small Business Administration, City

HAUL Houston Area Urban League

SBDC Small Business Development Center

HCDD Housing and Community Development Department, City

Local Initiatives Support Corporation LISC

HCC **Houston Community College** ED **Education Department, City**

Memorial Assistance Ministries MAM

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ECONOMY AND WORKFORCE

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Establish a Texas Workforce Solutions Center in Acres Home ACTION STEPS: Identify 8,000 s.f. commercial space for Workforce Solutions Center; Retrofit space; Provide services		Short (0 - 2 yrs)		LEAD: OBO	Interagency Mentor Protege Program
Expand resources for job training and workforce development in	Attract Job Training Programs to the Community ACTION STEPS: Work in partnership with OBO to attract area residents to the National Home Building Institute 10-week job training program for home building; Identify 3,000 s.f. commercial space; Encourage participants to become certified to receive reimbursement for training		Short (0 - 2 yrs)	Increase in the number of youth employed in summer jobs	LEAD: OBO, Nation Sync, Volunteers of America, AARP Potential Partners: Nation Sync, Volunteers of America, AARP	Interagency Mentor Protege Program
the community	Provide employment opportunities for youth ACTION STEPS: Promote and expand existing youth employment programs, such as Hire Houston Youth, DON Summer Youth Internships, and other local opportunities; Work with area high schools to enroll youth in programs; Partner with Prairie View A&M and Volunteers for America to build youth skills, particularly around agriculture/horticulture		Short (0 - 2 yrs)	Source: ACS 2015	LEAD: MOE, OBO, DON, Beauty's Garden, Creative Group Economics	Hire Houston Youth, DON Summer Youth Internship
	Create an Acres Home Economic Development Hub—with job training, small business resources, co-working spaces, small business incubators and skill building programs ACTION STEPS: Create an Acres Home Economic Development Hub—with job training, small business resources, co-working spaces, small business incubators and skill building programs		Long (5 - 10 yrs)		LEAD: Creative Group Economics, OBO, Lone Star Small Business Development Center, SBA, AARP, HAUL	Senior Community Service Employment Program (SCSEP), AARP Foundation's Work for Yourself @50+, Working in the Digital Age, TEK, Open Jobs Lab, Learn @50+, Hire Houston First
	Expand local businesses participation in HUB / Houston First contracting ACTION STEPS: Develop curriculum and training to assist contractors with becoming HUB vendors		Medium (2 - 5 yrs)		LEAD: National Sync, Creative Group Economics, OBO	Procurement Technical Assistance Program
Support and grow local businesses	Provide small business loans and grants to support local businesses ACTION STEPS: Partner with the SBDC, banks, LIFT funds and others to provide financial resources to area businesses		Medium (2 - 5 yrs)	New locally owned businesses open in ten years	LEAD: SBDC, LIFT, OBO, HCDD, LISC, Wells Fargo Small Business Loans, SBA	SCORE, Women's Business Center, Small Business Revolving Loan Fund, HBDI- Start-Up Business Loan, HBDI- Small Business Loan
	Facebook Digital Skills Program ACTION STEPS: Identify space; Identify small businesses to enroll in the program to receive marketing and digital skills		Short (0 - 2 yrs)		LEAD: OBO, Potential Partners: Facebook	Facebook Digital Skills Program
	Enroll in Build Up Houston, a program offering seven month executive leadership skills for business owners in Architecture/Engineering/ Construction for qualifying to do city work, at HCC Holman Campus ACTION STEPS: Identify area businesses who might quality; Advertise the program; Enroll participants; Encourage expansion to HCC Acres Home; Engage Carver HS students		Short (0 - 2 yrs)		LEAD: OBO, Build Up Houston, HCC	Build Up Houston, The Leader in Me
Attract and grow new job opportunities in the community	Identify growing sectors of the economy and attract new job opportunities ACTION STEPS: Identify areas of the community with space for growth; Develop concepts and strategies; Work with OBO to attract new businesses or industries in key sectors, such as technology, agriculture, horticulture, and vocational industries		Medium (2 - 5 yrs)		LEAD: OBO	AARP Foundation's BACK TO WORK 50+ The Farmer-to- Farmer Program, Enhancing Agricultural Opportunities for Military Veterans Competitive Grants Program, Hire Houston First

A complete community is an economically strong community with local jobs and opportunities

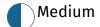
ECONOMY AND WORKFORCE

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Expand retail, restaurant and shopping opportunities in the neighborhood	Develop West Montgomery as a "town square" or "downtown" destination in the community—with retail, restaurants and other amenities ACTION STEPS: Inventory existing occupants/vacancies in the corridor; Develop a market analysis; Identify area property owners; Institute a real estate/developer tour to attract interest		Medium (2 - 5 yrs)	New locally owned businesses open in ten years	LEAD: OBO, ED Potential Partners: Real Estate Developers	TIRZ, Management Districts
Expand access to quality banking and financial literacy	Provide quality, affordable banking in the community ACTION STEPS: Campaign against payday loan providers and other predatory lending practices; Understand the impact of the Community Reinvestment Act; Attract a credit union to the community		Medium (2 - 5 yrs)	4	LEAD: OBO	
	Provide Financial Literacy Programs to build family wealth, including wills ACTION STEPS: Identify existing financial literacy programs, such as Project Bootstrap in the Controller's Office/Bank On Houston; United Way's THRIVE Agency and MAM to offer financial education classes to cover basic budgeting, managing money, living on a fixed income and planning for emergencies; Identify re-entry population and encourage enrollment in the entrepreneurship, financial education and literacy programs provided by OBO		Medium (2 - 5 yrs)	New financial institution will serve the neighborhood Currently there is only one bank	LEAD: OBO, BankOn Houston, United Way, MAM, Fitzgerald and McElroy	Ready Set Bank

INFRASTRUCTURE ACTION PLAN TABLES

LEGEND: Priority





Low

Partners Abbreviations

PWE Public Works and Engineering, City

HISD Houston Independent School Department

HCFCD Harris County Flood Control District

HPB Houston Parks Board

ARA Administration and Regulatory Affairs, City

CoH City of Houston

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A complete community is a connected community wit	h public transit, great streets and quality infrastructure
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INFRASTRUCTURE

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
	Identify and prioritize new sidewalk projects adjacent to area schools, transit and destinations ACTION STEPS: Survey area sidewalks; Identify priority projects; Evaluate projects identified by PWE, including Beall, from Mansfield to W. Tidwell; Green Falls, from Green Lawn to Zimmerman and from Pardue to Antoine Dr., 7600 Maple Tree Dr. from Bent Bough Ln to bridge over bayou; Evaluate need at Antoine Dr. south of W. Little York; Dolly Wright at W. Montgomery		Medium (2 - 5 yrs)		LEAD: PWE, METRO	Safe School Sidewalk Program, Major Thoroughfare Program, Privately Funded Sidewalk Program, Pedestrian Accessible Review (PAR) Program, Residential Sidewalk Panel Replacement Program
Safe pedestrian and bike routes	Identify and prioritize pedestrian and school crosswalks project ACTION STEPS: Survey crosswalks adjacent to area schools; Evaluate crosswalks at W. Gulf Bank Rd and Antoine Dr. and Antoine Dr. at Victory Dr.; Work with civic clubs and residents to submit 311 requests, if project is near an area school the City will conduct a 2-4 week study and require two or more months for implementation		Medium (2 - 5 yrs)	Miles of new sidewalks adjacent to area schools and transit routes Source: PWE, CIP	LEAD: PWE	Safe School Sidewalk Program, Pedestrian Accessible Review (PAR) Program
	Evaluate area schools zones for safety ACTION STEPS: Evaluate need for school zone adjacent to Eisenhower HS; Inventory remaining school zones for proper signage and crossings; Conduct speed study for potential speed bumps along Dolly Wright St, between Carver and W. Montgomery, Venus, between Ellington and Rigel; Ellington from W. Montgomery to Haynes St		Medium (2 - 5 yrs)		LEAD: HISD, PWE	Safe School Sidewalk Program, Privately Funded Sidewalk Program, Pedestrian Accessible Review (PAR) Program, Residential Sidewalk Panel Replacement Program
Great streets	Improve Area Streets ACTION STEPS: Evaluate and prioritize proposed street projects, including: widening DeSoto St., east of TC Jester; Extend TC Jester from Victory Drive to W. Gulf Bank Rd.; Support CIP projects to improve Antoine Dr. from W. Gulf Bank to Victory Rd.; Civic clubs and leaders to identify key focus areas for pothole repair, including Wilburforce; Wheatley; Carver Road; Sealy & W. Little York; Identify potholes with 311		Long (5 - 10 yrs)	10	LEAD: PWE	
	Improve streetlighting ACTION STEPS: Code enforcement is surveying area street lights every four months and working with Centerpoint to repair; Identify additional areas where new streetlights are needed; File 311 request to do a streetlight survey to potentially get additional Centerpoint		Medium (2 - 5 yrs)	Miles of area street improvements Source: PWE, CIP	LEAD: PWE, Code Enforcement	DON Streetlight Campaign
	Improve drainage ACTION STEPS: Maintain area drainage ditches and bayous quarterly; Prevent illegal dumping in Little White Oak Bayou in Green Meadow area		Long (5 - 10 yrs)		LEAD: PWE, HCFCD	
Build a flood resistant community	Plan for resiliency and future flood protection ACTION STEPS: Address area northwest of Acres Home to prevent flooding inside neighborhood; Create a flood detention area in south portion of Acres Home (between TC Jester and Cebra St); Build up Antoine Dr to prevent water from flowing to the west side; Identify flood prone areas west of Inwood and Golf Course Area, East Acres Home near I-45		Long (5 - 10 yrs)	10% Reduction in flooding Source: HCFCD	LEAD: HCFCD	
	Preserve natural areas as detention ACTION STEPS: Preserve areas near Little White Oak Bayou and south area of Acres Home between TC Jester and Wheatley; Green Meadow Area, West Little York and North Shepherd		Long (5 - 10 yrs)		LEAD: PWE, HPB, HCFCD	

A complete com	nmunity is a connected community with public transit, great st	reets and quality infrastructure
GOAL	PROJECTS	PRIORITY

INFRASTRUCTURE

GOAL	PROJECTS	PRIORITY	TIMEFRAME	METRICS TO MEASURE SUCCESS	PARTNERS	POTENTIAL PROGRAMS
Increase mobility within neighborhood	Improve public transit frequency and extend Bus Route 79 Little York to the Little York Transit Center ACTION STEPS: Partner with METRO on who is reviewing this project as part of the current long range plan; METRO will work with PWE to ensure there are sidewalks/ADA crossings		Medium (2 - 5 yrs)		LEAD: METRO, PWE	METRO Long Range Plan
	Create a METRO Community Connector, linking to Lone Star College ACTION STEPS: Partner with METRO, who has an existing Community Connector route that connects to Walmart and the Acres Home Transit Center, to explore a second route as part of the long range plan connecting to Lone Star College		Medium (2 - 5 yrs)	Bus route improvement projects Source: METRO	LEAD: METRO Potential Partners: Lone Star College	METRO Long Range Plan
	Maintain and expand area bus stops and shelters ACTION STEPS: Identify stops with more than 35 boardings/daily; Advocate for shelters in these areas; Work with PWE and Councilmember to provide needed infrastructure, such as sidewalks, in these areas to accommodate shelters		Medium (2 - 5 yrs)	Source. METRO	LEAD: METRO	
	Car share program ACTION STEPS: Work in partnership with ARA/Park Houston to establish a location for the car share program; Evaluate		Short (0 -2 yrs)		LEAD: ARA/Park Houston	
	Develop a plan for horse riding trails ACTION STEPS: Identify easements and other potential trail network locations; Develop a plan for trails; Identify funding and implementation strategies		Long (5 - 10 yrs)			
Create a trail network for pedestrians, cyclists and horse riding	Bring BCycle to the area ACTION STEPS: Identify potential sites for new BCycle Stations; Create partnerships to install stations		Short (0 -2 yrs)	7.5 Miles of bike lanes, currently there are no bike lanes in the neighborhood Source: Houston Bike Plan	LEAD: PWE, BCycle	
	Bike Plan projects ACTION STEPS: Construct top priority bike lanes/trails: De Soto St., from Antoine Dr. to Wheatley St and HPB's bike trail connecting De Soto St. over White Oak Bayou.; Prioritize additional projects: Antoine Dr. from Victory Rd. to Gulf Bank and Carver Rd. from De Soto to Ferguson		Medium (2 - 5 yrs)		LEAD: PWE, HPB	
Span the digital divide	Improve the quality of internet services and providers ACTION STEPS: Work in partnership with the City, HISD, and AISD to explore public wi-fi, including better access at area schools, additional towers and high-speed fiber		Medium (2 - 5 yrs)	Future broadband internet providers, currently two providers Source: January Advisors	LEAD: CoH, HISD, AISD	